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EXCOM 84-006
27 February 1984

MEMORANDUM FOR: Executive Committee Members

FROM: Executive Assistant to the Executive Director

SUBJECT: Minutes of 16 February 1984 Executive Committee Meeting: (1) Agency-wide Career Training Program and (2) Recruitment of New Employees

1. The Executive Committee met on 16 February 1984 to discuss the Career Training Program (CTP) and recruitment. A memorandum submitted by Evan Hineman proposing an Agency-wide CTP and a list of decisions to implement an expanded CTP prepared by the Office of Personnel provided talking points for the discussion. [redacted] (ExDir) chaired the session; Committee Members present were Messrs. Harry Fitzwater (DDA); Robert Gates (DDI); and James Taylor (IG). Also present were Richard Kerr (ADDI); James Hirsch (ADDS&T); [redacted] (D/OTE); Robert Magee (D/Pers); [redacted] C/CMS/DDO); [redacted] (C/PS) and [redacted] (EA/DDCI).

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Career Training Program

2. [redacted] opening the meeting, referred to Mr. Hineman's memorandum which stated that the DDS&T would like to participate in an Agency-wide CTP or would need to have a career program of its own. He observed that the OP paper starts with the presumption there will be an expanded CTP and he asked the Committee first to consider whether or not an Agency-wide program is desirable. Assuming it is, he suggested that decisions would be in order on program goals, size, and scope, as well as on whether the CTP would be the sole entrance program for new professional employees. [redacted] also wished to discuss reports that the CTP's high priority within the Office of Personnel may have resulted in a shortfall in the hiring of analysts.

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3. Mr. Fitzwater informed the Committee that the orientation course for the CTP had been modified to give new employees a broad perspective of the intelligence profession. Forty percent of class time covers the Agency's mission, goals, the Intelligence Community and intelligence process. Sixty percent of the orientation concentrates on human collection and subjects related to the DO. He noted that each directorate already has a few people in each CT course and confirmed that the orientation course could be further modified for an expanded program.

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4. [] said that the DO supports the concept of a 10 week course suitable for all Agency professional employees. He noted that immediately after the 10 weeks, it was imperative that DO officers begin preparation for field assignments. All together, it takes two and one-half years of preparation plus a field tour to judge whether a new employee will be a successful Operations Officer. Any additional training would be counterproductive, for DO CTs spend too much time in training already.

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5. Mr. Gates questioned whether the CTP orientation course curriculum satisfactorily oriented new employees to the Agency mission. He said 97 percent of the budget goes to collection and analysis (sic). The course spends 10 days on DO reporting but devotes only two and one-half days to the entire analytical assessment process. It was his impression that the orientation course is too narrowly focused on preparing officers only for the DO. Mr. Gates said that the DI is hiring many specialists who work on a small piece of the world. He was concerned that the new generation of analysts would view the intelligence business too narrowly. He suggested that two of the three interim assignments for DI careerists be outside the DI. Mr. Kerr added that an Agency-wide orientation is necessary from the time an employee EODs. Psychologists ask whether an applicant is a good DO candidate. The implication is that those who are not, the residual, go to the DI. There needs to be a change in tone at the time of entry. Mr. Gates concluded stating that he was ready in 1984 to double to 40 the number of people in the CTP along the lines discussed at last year's Executive Committee meeting; he personally supports and would help staff the CTP with officers who have been through the program.

6. [] noted that the DO has the majority of the employees in the CTP and therefore the course is oriented toward preparing them for DO careers. He said that the DO wants to move its people through the course quickly and the time given to analysis was, therefore, limited. A number of changes had been made recently to broaden the orientation course and it could be tailored to provide a 10 week overview suitable for all Agency professional employees.

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7. Mr. Taylor said that management bemoans the fact that everyone down through the ranks is too narrow. The Agency has enormous depth but waits five to ten years, which is too long, before employees attend seminars. He supported the concept of a CTP oriented towards the whole Agency. Mr. Magee said that he needed to have the Committee resolve questions about the contractual status of CTs, CT sponsorship, and the staffing for the CTP. He noted that he has recruitment quotas from each of the directorates but needed a commitment for increased manpower in order to meet these goals.

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8. [] summarized by saying that the Committee appeared to agree with Mr. Hineman's proposal. He questioned whether the Committee previously endorsed an Agency-wide CTP and asked that the Deputies make a commitment in principle to the staffing and related recommendations in the OP paper, with the understanding it was conditional on the DA preparing a comprehensive plan for an expanded CTP. He noted the DO's reservation about the length of the course. The Committee agreed that a 10 week orientation course followed by directorate training programs would be appropriate. Mr. Gates observed that he wanted to see the program and have the OP staffing requirement clarified before he finally committed the DI. [] asked Mr. Fitzwater to prepare recommendations for an expanded CTP covering objectives, content, interim assignment policy, quotas, directorate/OP/OTE responsibilities, sponsorship, recruitment and staffing for an expanded CTP and present it to an Executive Committee meeting in June.

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Recruitment of New Employees

9. Mr. Gates described the recruitment situation in the DI: FY-83 ended with the directorate eight under strength; with increased T/O positions, in FY-84, the DI was 200 under strength; 18 employees are scheduled to EOD between now and September; only 58 are in process. The directorate had made a substantial effort in the first quarter: 51 recruitment trips had been undertaken; in all, [] would be spent by the DI on recruiting trips. The attrition rates among economists, engineers and systems analysts had tripled. The directorate had noted this trend early last fall and had taken action within the directorate to speed up applicant processing but it continued to fall behind. SOVA remains 29 people under strength. It appeared that a higher priority was being given by the Office of Personnel to the CT Program and this was hurting the DI. Mr. Magee said that there is often a substantial delay because applicants fail to return their papers; he also noted that a good part of the DI attrition was to other directorates. Mr. Magee pointed out that OP was giving first priority to CTs, second to communicators, and third to clericals. He said he was aware of the DI problem and the shortfall in meeting its quotas. After Mr. Magee observed that other priority hiring goals had been met and he would expedite recruitment and processing of candidates for the DI, the meeting adjourned.

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cc: IG

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